

*“Leadering”*  
*The Ways Visionary Leaders Play Bigger*  
*Nancy Giordano*  
*Book Note—Dave Kraft*

“The most difficult thing is the decision to act, the rest is merely tenacity.” —Amelia Earhart,

“What if...” must become a point on our compass.

We need to shift to a mindset framed by audacity and ingenuity as well as by compassion and humility; embracing ambiguity and complexity requires heavy doses of self-awareness and self-care. “The Visionary starts with a clean sheet of paper and reimagines the world.” —Malcolm Gladwell

### The First Productivity Revolution (1PR)

Escalating Expectations the tension between escalating expectations and reduced investment will not at all slow down as emerging technologies create entirely new ways to have our needs and wants met. Short-Term to Long-Term Thinking 63 percent of millennial workers believe that the primary purpose of businesses should be improving society versus generating profit.<sup>23</sup> Author James Baldwin reminded us, “Not everything that is faced can be changed, but nothing can be changed until it is faced.” The End of Leadership Companies require a new kind of leadership and significant leap beyond the old paradigms.”

It Is Time for Leadering. To shift the way we think of leadership: from a role of control, mastery, and authority (leadership) to actions that are responsive, innovative, caring, and audacious (Leadering). Leadership is built on yesterday. Leadering confidently and thoughtfully anticipates tomorrow. The playbook is dead. In the twenty-first century, we need a compass.

Nokia executives did not have a North Star—a clear vision of their purpose—that allowed them to let go of their trusted products and processes and build something new. Our work, then, is to learn to confidently navigate the space between the now and the next; To lead effectively, we must collect data about how our organizations are operating—but more importantly, we must understand the contextual relationships of that data. when we pay attention to the relational elements of our systems, we can get greater insights into the next right move to make.

We don’t need to change what we think, as much as change how we think. We need a Leadering mindset that is dynamic, caring, inclusive, and focused on supporting constant innovation to create sustainable value. It begins with cultivating a sense of wonder that is more compelling than our resistance to change. “You can’t trust your judgment if your imagination is out of focus.”

It has been estimated that 90 percent of the world's information has been created in just the last two years.

Two-Question Compass even clearer.

1. What does the future need and expect of you?
2. What are you in a unique position to create and contribute toward it?

Surety will no longer come from having the answers, but instead from asking different kinds of questions and building new capacities to adapt. It means that expertise won't always suffice, because the system just keeps changing too fast.

In order to make it through that liminal gap between now and next, we must also vastly improve our ability to respond with decisive action. Where in your company is valuable information going unheard?

Rethinking Risk

Keeping our information siloed and our decisions centralized prevents collaboration and limits our visibility into what could work and where things are stuck. Getting serious about diversity and inclusion Inviting dissent Designing in empathy Seeking uncommon partnerships Reframing ambiguity

We must be able to handle challenges to the orthodoxy or majority opinion, No society or organization died from dissent, but plenty have perished from conformity. In a world of constant change, your solutions from now on will never be "perfect."

John Hagel put it more simply: "We need to shift from cultures of efficiency to cultures of learning." Focusing on efficiency is more dangerous than investing in curiosity: In a fast-changing world, we need new practices that support us as fluid navigators.

Leadering means we become confident trailblazers.

It is estimated over half of all CEOs feel lonely and isolated in their role.

Google's Project Aristotle, which studied hundreds of teams over the course of a few years to understand what factors lead to more effective output, found that vulnerability, camaraderie, and social connection led to better collaboration and team performance. The key is to learn, question, and wonder together. To connect. Do you pack your meeting agendas full of discussion items, with no free-form time for people to share stories with each other? Is there tolerance of dissenting opinions and space for new ideas? Can you and your teams bring your full humanity to work?

To succeed in the future, we have to appreciate that we are no longer in a transaction economy, in which companies operate strictly for profit at any cost. We're now in a relationship economy, in which we recognize that business is part of a complex web of relationships—with its customers, partners, vendors, employees, stakeholders, and community. Many of our traditional corporate structures are built to incentivize production rather than nurture innovative thinking. What is the biggest and boldest we can play? We have been incentivized to stay in our lane, take small steps, and repeat the success of the past, even in the face of so many new challenges.

### The Power of a Massive Transformative Purpose

Imagine the potential in orienting toward a shared, expansive direction versus a finite list of directives someone handed you. The twenty-first century demands that we define a bold purpose and pursue it with audacious action. “Massive transformative purpose” (MTP).

As described by Time magazine, we are headed for a “Youthquake.”

The opportunity was clear; the bigger risk was not taking this on.

Due to a global staff survey in which employees expressed the desire for greater flexibility in their approach to work, Roland Busch, deputy CEO and labor director, released a statement outlining that: The company is adopting a new model that will allow employees worldwide to work from anywhere they feel comfortable for an average of two to three days a week.

These changes will also be associated with a different leadership style, one that focuses on outcomes rather than on time spent at the office. Perhaps the most important takeaway from this entire book is this: Leadering puts people at the center of every decision and makes thriving the goal. As we've discussed throughout this book, to accomplish this, we need to reorient our focus from outdated ways of framing our work to investing in these new, empowering practices: To thrive in the uncharted territory ahead, we can begin by focusing less on planning and more on preparing. Leadering asks us to simultaneously commit resources to a range of likely possibilities, so we are ready to act as the opportunity makes itself clear.

Having a growth mindset verses having a fixed mindset. We aren't leading if we are still gathering information. “I don't know...yet” is a powerful, liberating phrase. Expecting to have 100 percent clarity 100 percent of the time is dangerously limiting as it freezes us in our tracks. Being unafraid to ask others for help with learning is essential for thriving. Kids need to cultivate a more evergreen collection of capacities that will empower them to thrive in an unknown future—and Curiosity: This is by far the number one thing every single leader and innovator on the planet is advocating for,

The twenty-first century will have no use for cookie-cutter thinkers. How do we develop a sense of confidence and responsibility that we can take action versus just stand by?

Given the frequent C-suite turnover these days, should we really buy into a new vision yet again?

And I'll add one more that few of us are able to express out loud... Imposter worries.

Letting go of a "this is how we've always done things" approach requires that we unlearn decades of education and workplace

From Transaction to Trust

In the Relationship Economy, trust is paramount.

Taking Responsibility for Our Choices

When a competitor makes a long-term choice that you don't feel is right, don't bury your values to follow them. Leading means caring about the conditions in which this work gets done and that people are compensated fairly, so we do not repeat the exploitive supply chain lessons of the past. Once you are clear what your North Star is, each micro-action you take then intentionally aligns toward manifesting your vision. As our mindset shifts, new terrain becomes visible.

There is no longer a single "best practices" way to structure enterprise output.

Reinventing Organizations

Three breakthroughs that are fundamentally changing leadership as we know it:

1. Self-management
2. Valuing wholeness
3. Evolutionary purpose

Caring for others is not a philanthropic action. It's the driver of twenty-first century success. It harnesses our enormous and potent new capabilities and technologies to ensure we all thrive. And importantly, that we stop measuring our success with outdated yardsticks that only extend a quarter of a year ahead. It is so encouraging to see the world's most prominent CEOs make the commitment to put caring for people and the planet ahead of strictly profit-taking.

Embrace the joy in navigating new terrain.

Always put people at the center of your decision making and acknowledge the systems in which they operate. "What frightens many people is not being seen as the 'expert' and yet how can you create and innovate when you are not willing to let go and explore the unknown?"